

# 2016 ANNUAL CONFERENCE



Society of Workforce  
**SWPP**  
Planning Professionals

## The Summit for Workforce Management Excellence

April 4-6, 2016  
Omni Nashville Hotel  
Nashville, Tennessee



"I liked that everyone was friendly and willing to help. It was my first conference and being in workforce for less than a year, I felt very lucky to have been a part of it."

"I have been to many conferences but want to say this one was the best! It was very well organized and very well suited for the audience."

"SWPP is the only conference out there that is only about workforce management. I always come back with relevant and up-to-date information."

## Monday, April 4

7:30 a.m.-1:00 p.m. – Registration

8:30-11:30 a.m. – Pre-Conference Sessions (Separate registration and fee required)

**Option #1: Building a WFM Toolkit: Techniques and Tools for Better Forecasts and Schedules.** You can't build a successful workforce plan without the right tools. Comprehensive knowledge of workforce management concepts and principles provides the foundation for getting the right number of people in place, but having the right tools to assist along the way ensures you can build the best possible resource plan. Whether you have a sophisticated WFM system or are using spreadsheets to build your plan, there are many techniques and tools available to help you build stronger forecasts and efficient schedules. In this session, you will learn about mathematical techniques that can help you identify causes, impacts, and possible solutions. Learn how to apply standard deviation, regression analysis, correlation coefficients, and a wide variety of charting techniques to support your analysis and reporting. You'll also receive and use some simple spreadsheet and schedule testing software to help you fine-tune your staffing plan.

In this workshop, you will practice applying these mathematical techniques and software tools to analyze the following common call center challenges and discuss possible solutions:

- AHT variations
- Shrinkage variance
- Cycle planning and business drivers
- Restrictive versus flexible schedule options

You don't need to be a math wizard to learn these techniques and use these tools. You'll just need a basic familiarity with Excel. Feel free to bring your laptop and get hands-on practice with the tools.

**Option #2: Call Center Math: Managing a Call Center By the Numbers.** There are many truths told in the vast array of statistics available today in the call center – and the successful manager will be the one that understands how to manage by the numbers and not be overwhelmed by them. This session provides a useful set of formulas and calculations for understanding call center numbers and the most common key performance indicators (KPIs). Attendees will learn about the most common numbers associated with workforce management as well as measures of performance and how to calculate and analyze them.

The session will present the “top ten” KPIs and de-mystify the math behind the numbers. Attendees will get plenty of practice with calculations and work through several common call center analyses. Seminar attendees will learn to:

- Identify the most critical KPIs for call center and agent performance and how to calculate them.
- Calculate the service, cost, and productivity implications of staffing decisions.
- Define the critical KPIs to reflect quality of service as well as service efficiency.
- Identify the most common math mistakes made in call centers today.
- Practice common calculations and work case problems in applying the numbers effectively.

If you are new to workforce management, or have not had a metrics and calculations refresher in awhile, this is the session for you. The workshop will cover all the basics and provide plenty of time for questions.

11:30 a.m.-1:00 p.m. – Lunch on Your Own

1:00-2:15 p.m. – Welcome and Keynote Address

**Culturetopia: Creating a High Performance Organization.** This presentation is an introduction to Jason Young's innovative perspective on how to create and sustain a culture of care and accountability where people can do their best work. A wide range of cultural factors combine to drive the behavior of managers and those employees who do the real work of serving customers and making products. Jason shows how companies can create a high performance culture that will produce the desired performance outcomes in productivity, profitability, employee retention and customer satisfaction.

2:30-3:45 p.m. – Workshops

**Preparing to Forecast – Decisions and Data to Start the Forecasting Process.** In this session, you'll learn about all the up-front essentials of creating a workload forecast. Hear about the sources of input data and how to decide which best represents future needs. Learn about agent work state activity and techniques to ensure you have predictive AHT data. Get some practice identifying and adjusting for data aberrations and other considerations for data clean-up before it enters the forecasting process. We'll also discuss forecasting models and how to choose the one that best suits your business and your calling patterns.

**Crafting Your Culture – How WFM Can Play an Essential Role in Corporate Culture.** Culture is defined as a set of learned behaviors that is common knowledge to all participants and we all get a say in what kind of culture that is. Your corporate culture is important to the customers you serve, the employees you attract, and the way you do business internally and externally. WFM can play an intentional role in building a culture designed to move your business forward. Workforce professionals interact with all levels of the organization, and have the chance to be the “tip of the spear” and lead by example when it comes to demonstrating your organization's values. Join us as we show you how WFM can influence your organization to make data based decisions, act with integrity, show compassion, build relationships, and drive increased innovation and performance.

**Workforce Management Implementation — The Dos & Don'ts!** When your organization takes on a new site or line of business, how do you begin integrating with your new customers? Building a strong strategy and practical action plan is critical to implementing WFM practices and establishing a stable foundation. In this session, learn from the experiences of the Walgreens contact center team and how they built a strategy and implemented processes to ensure a smooth implementation.

**Creating a Centralized Support System – Home Depot Case Study.** This case study will encapsulate 18 months of continuous development within the Home Services lines of businesses at the Home Depot. Hear how the Home Depot team succeeded from building understanding, creating buy-in for support teams, defining the correct structure, establishing a solid financial model, finding cost benefits, delivering to executive leadership and carrying out on the proposals. We will talk about the agony, the ecstasy, and all the points in between.

**Sticking to the Plan – A Focus on Agent Adherence.** An accurate forecast and efficient schedules don't mean much if the staff aren't following the plan. Just a little bit of non-adherence can cost your center in a big way. In this session, hear from a panel of your peers and experts and learn tips and techniques for how to create an adherence plan and increase the likelihood that schedules will be followed.

**Improvements to Contact Centre Capacity Planning at TD Bank.** TD Bank implemented both a workforce management process and a new capacity planning system to help them field endless “what-if's” that the workforce management team could easily provide to company executives and improve customer service. Hear how TD Bank has been recognized with awards like JD Power's #1 ranking in customer satisfaction with a flat or reduced operating budget. Learn about the decisions made and the results that are helping this strategic team to maximize the customer experience through enhanced forecasting and new plans to onboard additional revenue businesses.

**Driving the Customer Experience with Outstanding Agent Engagement – Asurion Case Study.** Recent research shows that an empowered agent is the gateway to great customer experiences. The largely millennial agent workforce is accustomed to being “always on” through the use of smartphones, and they crave the flexibility of mobile devices and ubiquitous internet access. In this session, we will discuss innovative WFO technologies designed for today’s millennial agent that can dramatically improve the agent’s work life and the customer experience.

**3:45-4:15 p.m. – Break**

**4:15-5:30 p.m. – Workshops**

**Creating Monthly, Daily, and Half-Hourly Forecasts.** Learn the step-by-step approach of using the industry’s most widely used forecasting model. Armed with pencil, paper, and calculator, you’ll learn how to apply time-series analysis to sample data to identify trend rates and seasonal patterns for a monthly call forecast. You’ll then break down monthly forecasts down into weekly, daily, and half-hourly numbers. Even if you have a tool that performs these calculations automatically, this is an invaluable session to better understand how they work and how to explain the numbers.

**Managing the Inputs: Schedule Effectiveness and Schedule Efficiency.** This session will review how Optum uses a systems thinking mentality when approaching scheduling using advanced scheduling metrics to manage the inputs into the process. Participants in this session will gain insights into Optum’s scheduling metrics and the integrated reporting tools used to understand this input into the system. You will also see examples of how Optum uses this data to make informed business recommendations and decisions.

**Straight From the Horse’s Mouth – What Do Your Executives Want?** In this session come hear a candid conversation between a Workforce Manager and the Director and Executive team from a Fortune 200 organization. In this session, they will candidly share a winning relationship strategy and how to really give your higher-ups what they want, need, and really expect. This is your chance to be a fly-on-the-wall in an open conversation and also ask the questions you have always wanted to ask.

**Managing Line Adherence Process – Comcast Case Study.** Come to this session to hear about the Line Adherence Process that Comcast launched and implemented with its outsource partners. Since migration to this process, Comcast’s service levels have improved year over year, and it has produced cost savings in the millions. The Line Adherence Process was integrated into the WFM planning process as a last step to easily identify service level performance failures between sites and the WFM team.

**40/20 Ideas in 60 Minutes – Topic: Scheduling.** Yes, you read it correctly! Forty ideas around scheduling will come from the panel and twenty ideas will come from you, the participants, instead of all 60 ideas coming from the panel. Come hear what others are doing to optimize the scheduling process and be ready to share ideas about what is working in your organization. This panel is about sharing success stories as well as some of the strategies that did not work.

**Blending Inbound and Outbound: Is it Right for You?** This case study will show how Gerber Life blended their outbound sales team with their inbound sales team using the concept of Performance Based Routing while also working to increase dialer efficiencies and lower inbound sales abandons. Learn about the pros and cons of blending, lessons learned along the way, and how Gerber Life gained management and agent buy-in. This interactive session will cover the planning process including agent training, schedule merging, reporting considerations, and system enhancements.

**5:30-7:30 p.m. – Opening Reception**

## Tuesday, April 5

**8:00-9:00 a.m. – Breakfast**

**9:00-10:15 a.m. – Workshops**

**The Math of Contact Center Staffing.** Managing a contact center means managing by the numbers and the most important number is the number of staff in seats. Learn about the math surrounding this number – how to calculate workload and apply Erlang techniques to determine optimal staffing numbers. You’ll also learn to calculate all the important staffing trade-offs, including staffing impacts on service, occupancy, and cost. You will also hear considerations for staffing for other kinds of contacts like outbound calling and email contacts.

**Navigating the Political Waters as a Workforce Planner.** Figuring out how to become a key player, valued decision maker, and trusted resource in the eyes of leadership can be tricky business. Based upon real life experience in a Fortune 300 company, this session will provide ideas and solutions to help your workforce planning team become more than just a “necessary evil” to your organization’s leadership. Through a combination of lecture and open discussion, you will leave this session prepared to develop a reputation as a value-add team.

**Getting What You Want from Your Workforce Data: Using Pivot Tables and Charts In Excel.** Storing data in Excel is most helpful when you can easily organize and analyze data based on variables that you want to examine. We will walk through creating pivot tables and charts, use the basic functions of Excel within this context, format and filter information we want to analyze, and create calculated fields of new data for information. A sample dataset and step-by-step guide for creating Pivot tables and Charts in Excel 2010 will be provided for attendees. (Attendees should already have an understanding of the basic formulas of Excel spreadsheets, formatting, filtering, and basic creation of charts.)

**A Picture Is Worth 1,000 Numbers – The Power of Data Visualization.** What story is your data telling your business? In this session, we will examine the power of data visualization in communicating strategy, risk, and root-cause. Hear how the team of United Healthcare is using Tableau to create standard views of staffing position, FTE impacts from variance to goal on all key metrics, and waterfall views tracking every minute of production time coming from and going to different teams. Even without Tableau, you can learn some new ways to organize and present your data to drive meaningful insight and better decisions.

**Strategic Workforce Optimization - A Roadmap for the Future.** To deliver on ongoing operational pressures and rising customer expectations, organizations must evolve from reactive to real-time management. In this interactive session, you will hear how to transform your frontline workforce to drive significant productivity, cost and customer experience benefits. Learn how to become an agent of change and provide a centralized, consolidated approach to technology, operations, and people, while communicating and quantifying the value of the strategy.

**Team Building Exercises for Your Workforce Management Team.** Need ideas for building team cohesiveness, accountability, and productivity in your workforce management group? This session will give a variety of exercises to build loyalty, accountability, morale and productivity in the workforce management team, or any other team. Hear ideas to build your team, whether they are in one site or scattered around the world.

**10:45 a.m.-12:00 p.m. – Workshops**

**Significant Shrinkage! – Root Causes and Management Strategies.** So you feel you were shortchanged, and you think that your staff is not all that it could be or should be. There was shrinkage. Significant shrinkage. Whether you are a Seinfeld fan or not, this session will interest you by addressing today’s most applicable shrinkage topics. We will define call center shrinkage, discuss root causes, share best practices for measuring and managing it, and look at solutions to difficult shrinkage problems. Together we can turn your staff into all that it should be – and more!

**Walking the “Tightrope” between Operational Needs and Financial Constraints.** The struggle is real! Balancing between operational needs and financial constraints is a constant struggle in any call center, but by building effective relationships with both sides, that delicate balance can be maintained. Through a process deep-dive, evaluation, and partnership, Wyndham Vacation Ownership has been able to accomplish this balance with great success. Hear how they were able to create a balanced relationship to ensure that they are the thought partners of choice for operations and finance.

**Improvements to Contact Center Capacity Planning at InterContinental Hotels Group (IHG).** One of the most difficult peak periods for IHG happens in February of each year. This hiring peak places a tremendous amount of pressure on HR to hire call center staff from Thanksgiving through the Christmas holiday time period. IHG transitioned to a new workforce management process and a new capacity planning system three years ago to help better understand metrics and impacts to revenue, and the IHG planning staff are now able to show senior management the impacts of a hiring deficit on call abandon rate and overall revenue and test many “what-if” hiring scenarios.

**WFM – The “People Helping People” Way.** Credit Unions were founded on a cooperative philosophy of “People Helping People.” See how two distinctly different credit unions have incorporated this philosophy into their everyday lives to achieve a balance between both member and team member service. The WFM team traditionally receives a bad reputation as being the “no” people. Learn how that reputation can be changed for the benefit of both the business and the agent by applying a philosophy of people helping people.

**How to Become a GREAT Intraday Manager: Overcoming Intra-Day Staffing Risks.** Achieving intra-day success involves the four-step process of anticipating, monitoring, identifying and mitigating intraday staffing issues. Attend this session to learn how to prepare and execute effective, condition-based, intraday management strategies. It’s all about preparation and this session will equip you with the specific actions your center can take to enable your team to flexibly respond to the dynamics of customer and agent behavior.

**Supercharge Your Hiring and Capacity Plans.** One of the key drivers for assuring proper staffing levels is the long- and mid-term hiring and capacity plan. A strong plan will help ensure success of the entire contact center operation. Learn from TeleTech’s journey in creating an automated hiring and capacity plan and hear helpful tips and tricks you can add today that drive accuracy and fine-tune your requirements.

**Top Forecasting and Planning Tips and Tricks.** Ric Kosiba has seen more capacity planning spreadsheets than almost anyone in our industry. In this session, he will outline some common forecasting and planning mistakes, discuss some ways well-known companies have made serious and interesting blunders, and list the top ways you can improve your capacity planning process.

**12:00-1:30 p.m. – Luncheon and Presentation of Workforce Management Professional of the Year Award**

**1:30-2:45 p.m. – Workshops**

**Building Blocks of Scheduling.** In this session, attendees will learn about the fundamental concepts, questions to ask, and decisions to make about building a successful schedule plan. Hear about schedule components and discuss important trade-offs about shift types, days on/off patterns, break and lunch placements, and scheduling off-phone activities, just to name a few. Review the fundamental scheduling definitions, along with new ideas about how a few simple changes can make your schedules a better match of workforce to workload.

**Sourcing for Workforce Management Talent – Assembling a Dream Team.** So much to know – real-time management, forecasting models, scheduling techniques, capacity planning, seasonality analysis, Erlang formulas, and so much more. The knowledge and skills needed as a

workforce management professional make up a diverse checklist not taught in any university. How do you make sure you recruit and hire the talent your organization needs? In this session, we will discuss assessments, interview questions, recruiting and acquisition strategies, testing, and how to develop a pipeline of potential WFM team members.

**Presence and Peer Relationships in WFM: Mentorship and You.** Mentorship within workforce management can provide valuable career development and growth for the mentor and the person receiving the mentoring. In this presentation, hear about the role and expectations of both the mentor and the mentee, the overall goal of mentorship, mentorship within WFM and between departments, and mentorship established by a company versus the natural occurrence in the workplace. Open discussion will be encouraged regarding your own WFM and mentorship experiences and the practical application of the topics discussed.

**Workforce Management Certification Workshop.** This workshop provides attendees with information on the certification preparation and process to attain the title of Certified Workforce Planning Professional (CWPP). What is CWPP Certification from SWPP all about? What will it do for you in the workforce management field? What are the requirements for certification? How do you prepare? These and other questions are answered by a panel of workforce management professionals who have already achieved the CWPP designation.

**Best in Class Work at Home Strategies for Contact Centers & Support Functions.** Work at Home for contact centers continues to realize rapid growth. Companies want to offer highly skilled employees a flexible work environment, making at-home scheduling even more important. Businesses are expanding without adding new seats, and shifting the high cost of real estate only to those that really need to be in-office. The challenges are around broad and effective hiring of the best talent, and ensuring that remote employees are as connected and as productive as their in-house counterparts. In this interactive workshop, find out how to reduce internal infrastructure costs, improve employee morale and ensure service excellence.

**Ask The Workforce Wizard.** This session is your chance to ask our panel of experts anything WFM! This interactive session will answer questions submitted and chosen by conference attendees. If you have a question or an issue that has been a challenge to your team, bring your question to the panel! The audience will also get a chance to give some input. This session should be dynamic and informative, but the topics covered will be chosen by you and your peers at the event.

**2:45-3:45 – Ice Cream Social with the Sponsors**

**3:45-5:00 p.m. – Workshops**

**Workforce Optimization – What’s In It for Me?** Your workforce management team takes it for granted that you know how important optimization is. Everyone does, right? In this session, we will look at scheduling, adherence, and optimization from the eyes of the supervisor, the agent, and upper management, sharing the “Why?” and “What’s in it for me?” questions. Learn six techniques for going a step above to ensure smooth days and balanced occupancy and service level.

**“It’s Like Riding a Bike:” An Exploration of WFM Training for Agents.** This session will be based around a generic adaptation of a very successful new hire and annual refresher training for frontline agents. This session will include the training itself, as well as ideas on how to adapt this session to your own environment. Attendees are strongly encouraged to come ready to participate.

**If You Could Throw Out the Rules, What Could You Do?** This workshop is designed to encourage WFM professionals and contact center managers to challenge everything they do and know about scheduling. Learn to ask the right questions and challenge the norms and rules you have today. The eBay WFM team has done this, and transformed scheduling into new ways that allow teammates and managers in the call center to take ownership and responsibility as never before. Net/Net

– eBay got the right people in the right places at the right times and they are happy about it. You can break down walls, start fresh, and create lasting relationships with your managers, supervisors, and teammates while accomplishing WFM objectives.

**Introducing WFM Best Practices to an Existing Call Center.** Come to this session to hear a case study about how a WFM team applied best practices and introduced a more simplified and logical approach to a call center to enable it to be more effective. This case will walk you through the steps taken – from assessing the current state of affairs to the ultimate implementation of the new practices and finally a post-mortem.

**Workforce Management Certification Practice “Bee.”** Play this fun, interactive game to test your knowledge and get a flavor for the questions included in the Certified Workforce Planning Professional (CWPP) exams. Attend this session to see what you need to know in order to be successful in the pursuit of CWPP certification through SWPP.

**Achieving the Next Level of Excellence with Workforce Management.** Gain an understanding of workforce management as a whole and how any workforce management solution can help improve your operation through increased efficiency and greater engagement with your front-line team. This conversation will allow for discussion about workforce management tips, as well as time to review your specific needs from a workforce management solution.

**6:30-9:30 p.m. – Evening Event at the Wildhorse Saloon**

## Wednesday, April 6

**7:30-9:00 a.m. – Breakfast**

**7:45-8:45 a.m. – Behind Closed Doors with the Sponsors**

**9:00-10:15 a.m. – Workshops**

**To Bid or Not To Bid – The Many Sides of Shift Bidding.** With today’s focus on employee satisfaction, shift bidding has become a hot topic in call centers. Are you weighing the pros and cons of shift bidding in your center? Is it best for bidding to be personal or efficient? Come learn tips on how to incorporate shift bidding in your center!

**Fundamental Concepts of Scheduling with Skill-Based Routing.** Balancing customer, center, and agent needs with traditional scheduling is not easy, but adding skill-based routing to the process can make it significantly more complex. With agents having a different combination of skills and performing them at different levels, the optimized schedule needs to reflect these possibilities. Add different levels of priority of callers to the mix and then figure out how to adjust when a multi-skilled agent is missing. These are the challenges of scheduling in a skill-based routing environment. This session will outline ways to minimize the challenges not only in the schedules but also in the intraday management process that follows.

**Schedule Alignment: The Ultimate Tetris Game.** The pieces are falling. As you line them up, new ones fall faster! Then just when you get them right again, new ones fall, EVEN FASTER! This is scheduling in the modern contact center. In this session, hear how to build a successful culture and processes around staffing alignment in contact centers of all sizes and channels. Come ready to share and learn as we talk through how to best move through the ever-changing world of scheduling,

**Transform Your Regional Workforce Teams into a Single, Engaged Unit.** Two teams, separated by distance, language, and unique processes, unfamiliar with each other but responsible for the same general activities. Sound familiar? If you have ever gone through an internal restructuring or merger/acquisition, you know how difficult it can be to bring previously separate and autonomous teams to work together as a cohesive unit. Learn how Desjardins General Insurance Group approached this issue and built an engaged and connected WFM team when two regional teams were combined as part of a national restructuring.

**Extending Workforce Management Support to the Back Office.** The only constant about the businesses we support is change. Workforce management teams are often asked to support the ever-changing environments of the business. In this session, you will hear how several organizations have tackled the movement of WFM from just inbound call handling, to multi-media contacts and now to the back office environment. Hear tips and techniques to make this a more successful and smooth transition.

**Driving Profitability By Leveraging WFM Principles: Strategies on How to Leverage the Power of your WFM Team to Reduce Costs.** Businesses often need to reduce costs while preserving or improving customer satisfaction. Workforce management is well-positioned to serve up recommendations (and influence the implementation) to the business. This happens by taking the data and telling a compelling story to the senior leadership team. This session will show you how to gather the inputs for the story, and how to tell it effectively. If you’re looking to move beyond “core” workforce management and into really driving value-add for your business, this is a great session for you.

**The Fundamentals of Capacity Planning.** Do you think you do capacity planning the same as everyone else? Not likely. Let’s get together and review some of the fundamentals and common mistakes that most of us have made at one phase or another in our careers. We’ll discuss all of the basic components that comprise your capacity plan, what formulas should be used to calculate your FTE requirements, and how to overcome some of the biggest challenges – like figuring out occupancy and shrinkage. Then we’ll see if we can test the accuracy of your capacity planning methodology. Meet with other colleagues who are facing the same challenges you are at building an accurate capacity plan.

**10:30-11:45 a.m. – Workshops**

**Five Forecasting Fundamentals.** An accurate forecast is the basis for everything that follows in workforce management and is also one of the toughest steps to get right. Attend this session for a wide and varied discussion about how to improve the forecasting process. You will hear ideas on these five areas – communicating with other departments, identifying forecasting variables and business drivers, data analysis and clean-up, dealing with special forecasting scenarios, and measuring your forecasting accuracy. Hear from a panel of experts and take home some new ideas about fine-tuning your workload predictions.

**Come to the Dark Side: Four Reasons to Remove Forecast Accuracy from Your Performance Review.** Workforce planners need to be held accountable for their performance just like all the other staff in the contact center. There are all kinds of measures of WFM success and Forecast Accuracy is usually one of the metrics on the list. Most view it as a critical metric in workforce management, but does it really belong on the Forecaster’s performance review? Join this session if you want to hear a different point of view about how this calculated field has been used and misused.

**Building a Bottom-Up Budget that Delivers.** The age of efficiency is here, but do we build for it? This session shares how to construct a weekly bottom-up budget, inclusive of shrinkage planning and ensuring occupancy and service level alignment. Attendees will leave equipped with techniques that align “what is needed” with “how much it costs.” Other topics will include overtime planning, attrition rates, and planning new hire classes.

**Using Call Center WFM Techniques to Forecast Volume in the Service Field.** If you work in an industry where the customer demand for service technicians is dependent upon when those customers have problems with the services your company provides, how do you staff for that? In this session, you’ll learn how Brighthouse Networks applied call center WFM techniques to the company’s service call workload to create On-Demand Field Forecasting, despite the absence of an ACD interface capturing arrival patterns and handle times. You’ll see how the company translated the service level metric into a tangible goal, aimed at reducing the amount of time it takes to get a service technician to a customer’s home, and how this has led to improved employee and customer satisfaction.

**Contingency Planning: Strategies to Prevent Predictable and Unpredictable Obstacles in WFM.** Workforce management professionals tend to be protective of their intellectual property, strategies, and procedures – often inadvertently. Is it fair that agents can distinctly recognize when a new workforce manager is creating schedules or managing the real-time analysis? This presentation will discuss what we can do to enable our successors whether temporary (e.g., maternity leave) or permanent in filling your shoes successfully. This session will also address the importance of planning for unpredictable events such as weather, for the customer to experience a seamless experience.

**Challenges and Solutions for True Omni-Channel WFM.** Although voice is still king, non-voice channels are growing at a very high rate. The contact center continues to be the de facto clearinghouse for most forms of customer communication, so we have to adapt our workforce management techniques for new channels in which the agent work dynamics are completely different from voice. In this session, we will examine the challenges of managing an efficient workforce across multiple communication channels and discuss new capabilities that will need to be incorporated into WFM solutions.

**11:45 a.m.-12:45 p.m. – Luncheon**

**12:45-2:00 p.m. – Workshops**

**Attrition Happens!** Not planning for attrition can kill service level. In this session you will learn how to calculate and forecast attrition and strategies for dealing with it. We will look at building attrition into your planning process and implementing a “just in time” hiring strategy to maximize service levels and minimize budget impacts.

**60 Ideas in 60 Minutes – WFM Tips & Techniques from Real-Life Experiences.** This fast-paced session with a panel of your WFM peers will have you writing furiously as you try to capture an idea a minute on paper! This format will give you some last minute tips to take home and implement immediately – if you can catch them all!

**The Best Laid Plans – Strategies for Coping with Unplanned Events.** Managing people is hard work. You can plan for any number of “what ifs” that impact efficiency, budget, and agent morale. Then afterwards, we spend time, energy, and money discussing and even agonizing over yesterday’s struggles associated with the unpredictable. In this session, learn some techniques and strategies you can employ to give your center more stability during these unplanned events.

**Your WFM Team - Who Are These People?** Do you find that your WFM team is often isolated in a corner, an island unto itself? Are you sometimes frustrated by not being “in the loop” when it comes to what other departments have going on that might be impacting your team and causing you to be “reactive” vs. “proactive?” This interactive session is designed to spur ideas about how to network within your company and organization, and how to sell what WFM can provide. Whether it’s finance or marketing, this session will give ideas of how to bridge the gaps between WFM and those who work around you.

**Techniques and Training for The Power of One.** Teaching frontline staff about the importance of being in place at the right times is a critical part of their new-hire and ongoing training. It’s important to understand the numbers, but getting across Power of One concepts is best done with some hands-on learning activities. Come to this session ready to play as we demonstrate activities you can use to create memorable Power of One lessons in your center!

**Exception Handling Panel Discussion.** In this session, several panelists will present options they have implemented for exception handling along with their perceptions of the benefits and drawbacks they have experienced along the way. Discussion will explore balancing adherence goals with the quantity of exceptions to be entered into the WFM system, as well as setting agent/supervisor expectations and processes to ensure the net results in a more streamlined operation. Audience participation to explore other ideas will be encouraged.

**2:00-2:30 p.m. – Afternoon Break**

**2:30-3:45 p.m. – Workshops**

**Making the Most of What you Have.** We’ve worked hard to create the most accurate forecast possible. The shrinkage projections are right on for each period and we’ve calculated the staffing requirements for each half-hour with amazing precision. But we just don’t have enough agents to fill all the needed schedules. What do we do now? How can we use the staff we have to create the most optimal coverage? For that matter, how do we decide what “optimal coverage” is? Come to this interactive session to explore this common challenge and share ideas for how to make the most of the staff you have.

**60 Ideas in 60 Minutes – Tips & Techniques for Making the Most of Your WFM Software.** This fast-paced session with a panel of vendor experts will have you writing furiously as you try to capture an idea a minute on paper! This is not a sales pitch for products. These are the vendor experts that can provide tips on how to get the most out of a WFM investment from the early planning stages, implementation, training, and ongoing use. This format will give you some last minute tips to take home and implement immediately – if you can catch them all!

**The Planning Starts at the First Ring.** This session will explore a topic not often discussed – the delivery of contacts from the ACD to the agent and what that road looks like. In this session, come prepared to hear ideas and tips on how the Workforce Management team can and should be actively involved in the decision making process from the moment a contact hits the ACD. Attendees to this session will leave having a better understanding of how Workforce Management is a voice at the table when decisions are made impacting the delivery of contacts to an agent.

**Listen and Be Heard: Cross-Functional Communication Strategies for WFM Professionals.** In this session, we will explore effective cross-functional communication strategies that will help WFM professionals to collaborate with management in order to be viewed as a credible and strategic part of the business by the leadership team. Also learn how to encourage other departments to work with the WFM team to reduce absenteeism and adherence issues caused by scheduling issues.

**The Perils, Pitfalls, & Successes of Performance-Based Scheduling.** This session will address the benefits of moving from seniority-based schedule bids to a performance-based system. We’ll address the perils and pitfalls to avoid along the way based on our experience of migrating call centers to performance-based scheduling. Topics will include: what statistics to base performance on; transitioning smoothly to performance-based bids; communicating effectively to agents to maximize performance; using new hire schedules between bids to “entice” agents to perform; and lessons learned by experience (do’s and don’ts).

**The Hitchhiker’s Guide to Building Successful Workforce Management Process and Structure.** Do you ever feel lost or confused? In this session, your guides will help you navigate how to build a process manual and specific documentation for your workforce management team, and how to structure your team to effectively move those processes to completion. From capacity planning, staffing, scheduling, exception entry, and anything else you do, learn how to navigate your way to success.

**3:45-4:15 p.m. – Conference Wrap-up General Session**

**2016 Annual Conference Ends**

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“This is the best conference for WFM professionals of all experience, job types, and skill levels. There is something for everyone. It’s the only time of the year when I can be around people that think like me!”

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## Travel & Hotel

The 2016 SWPP Annual Conference will be held at the Omni Nashville Hotel. The Omni Nashville Hotel is specifically created to be an authentic expression of Nashville's vibrant music culture. Across from the new Music City Center, this luxury hotel is a one-of-a-kind experience, fully integrated with an expansion of the Country Music Hall of Fame and Museum® on three levels. Located at 250 5th Avenue South, the Omni Nashville Hotel design is a modern expression of the city's distinct character, incorporating natural materials, exposed steel and regional limestone. The multi-story hotel and expanded museum share meeting and entertainment space and bring additional restaurants and retail venues to this dynamic destination in downtown Nashville.

A special conference rate of \$238 is available until March 4, 2016 or until rooms are no longer available. To make your reservations, you may call the hotel directly at 1-800-THE-OMNI and tell them you are with the SWPP Annual Conference or book online at <http://www.omnihotels.com/hotels/nashville/meetings/swpp-annual-conference-2016>.

There is always limited availability at downtown hotels in Nashville, so please make your hotel reservations as soon as possible.

The Omni is located 15 minutes from the Nashville International Airport. The hotel does not provide shuttle service, but there is a downtown shuttle available from the airport that is approximately \$20 per person. Taxis are available for a flat rate of \$25.00 to the downtown area, plus an additional passenger charge of \$1.00 when accompanying original passenger and proceeding to same destination. Valet parking is available at the hotel for \$30 overnight, and self-parking is available at the adjacent Music City Center for \$18 per day.

SWPP will provide transportation for the Tuesday evening activity.

## Registration

You may register for the 2016 SWPP Annual Conference via phone, mail, fax, or on our website.

To register by phone, call 877-289-0004.

To register by mail, please complete the registration form below and mail with payment to:

SWPP  
ATTN: Annual Conference  
6508 Grayson Court  
Nashville, TN 37205

To register by fax, complete the registration form below and fax to 615-352-4204.

To register online, go to [www.swpp.org/annualconference.html](http://www.swpp.org/annualconference.html) to complete the online registration form.

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Country \_\_\_\_\_

Phone \_\_\_\_\_

Fax \_\_\_\_\_

E-mail \_\_\_\_\_

## Let's Party in Downtown Nashville

On Tuesday night, we're heading to the Wildhorse Saloon, one of downtown Nashville's exciting hot spots, for a fun evening of entertainment. Enjoy dinner and live entertainment from our favorite band, Burning Las Vegas, in Nashville's historic downtown district!

## Workforce Management Professional of the Year Award

SWPP will announce the 2016 Workforce Management Professional of the Year Award on Tuesday, April 5 at the 2016 Annual Conference.

## Sponsor Showcase

SWPP is pleased to provide a special Sponsor Showcase during the Conference to provide attendees with information about specific products of interest.

## Networking Reception and Mixer

Join us for a networking reception to get the conference started. We have some special events and mixer activities planned to help you get acquainted with your fellow attendees.

## Behind Closed Doors

Want some time to hear from your workforce management software vendor? The SWPP Sponsors will be holding group customer sessions to provide the latest information about upgrades, new releases, and new products. Meet other users in this group session led by your vendor.

## Cost

### Early Bird Registration through February 1, 2016:

- \$1195 for members
- \$1445 for non-members
- \$1490 for non-members with a one-year membership included
- \$100 discount per person for three or more attendees from the same company

### Registration after February 1:

- \$1295 for members
- \$1545 for non-members
- \$1590 for non-members with a one-year membership included
- \$100 discount per person for three or more attendees from the same company

### Pre-Conference Session

- \$295 for members
- \$395 for non-members

Total: \_\_\_\_\_

Please register by Monday, March 28, 2016.

## Payment Method

- Check enclosed (payable to SWPP)
- Charge:  American Express  Visa  
 MasterCard  Discover

Card # \_\_\_\_\_

Name on Card \_\_\_\_\_

Exp. Date (month/year) \_\_\_\_\_ Security Code \_\_\_\_\_

Signature \_\_\_\_\_



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